

**DAIRY PROGRAMS STRATEGIC PLAN
ANNUAL ACCOMPLISHMENTS
FISCAL YEAR 2000**

AGENCY GOAL #1: Facilitate the strategic marketing of U.S. agricultural products in domestic and international markets.

Objective	Key Tasks	Program Actions	Time Frame For Completion
1.1 Collect and disseminate time-sensitive agricultural market information for domestic and foreign markets and ensure the data report is accurate and consistent with current and future market needs.	Identify changing market information needs; modify data collection activities, change data reported.	<ol style="list-style-type: none"> 1. Issue standard weekly, monthly, and annual reports on the domestic and international markets for dairy products. 2. Meet with domestic and international providers of market news to assess satisfaction with program operations. 3. Review markets reports for continued applicability to industry operations. <ul style="list-style-type: none"> • Bulk butter markets report was revised to include premium ranges over base price • Historical base milk price table on “statistics” page was revised • Monthly releases of FMO advance prices and FMO pool statistics were revised. 	<p>Each month, each week, Apr.</p> <p>Jun., Jul., Aug., Sept.</p> <p>Dec., Jan., Feb., Jun.</p>

Objective	Key Tasks	Program Actions	Time Frame For Completion
<p>1.2 Provide cost-effective agricultural commodity quality grading/certification services whereby market efficiency is enhanced and customer gains exceed the cost of the service.</p>	<p>Identify changing quality factors that are important in marketing, change standards to reflect these needs, and implement revised grading/certification services. Evaluate potential use of quality management systems and quality audit systems.</p>	<ol style="list-style-type: none"> 1. Develop a generic audit-based inspection program for dairy and related industries. <ul style="list-style-type: none"> ▪ Draft instruction prepared for filed review. 2. Continue developing a HACCP certification program for dairy a processor that is acceptable to FDA. <ul style="list-style-type: none"> ▪ Met with Food and Drug Administration and obtained support for an AMS program for manufacturing milk plants. Dairy Grading Branch with participates in the FDA 2 years pilot study. 3. Continue efforts to expand the APHIS authorization to sign animal health attestations for dairy products exported to non-EU countries. <ul style="list-style-type: none"> ▪ Working with APHIS representative on a SOP for notification of animal disease issues. ▪ Arranged for expansion on a country by country basis. ▪ Expanded authorization to 3 additional countries. 4. Adopt audit techniques to provide inspection and grading services that are less invasive and more cost effective to applicants. <ul style="list-style-type: none"> ▪ Draft instruction prepared for field review. 	<p>September 2000</p> <p>FY 2000 & On going</p> <p>FY 2000 & On going</p> <p>September 2000</p>

Initiative	Key Tasks	Program Actions	Time Frame For Completion
1.3 Provide timely, cost-efficient, and user fee paid oversight of industry initiated and financed research and promotion programs.	Work closely, and in a timely manner with commodity specific-research and promotion Boards to ensure the programs proposed are in compliance with authorizing legislation.	<ol style="list-style-type: none"> 1. Attend dairy and fluid milk board and committee meetings. 2. Review and approve dairy and fluid milk board budget amendments (6) and contracts (144). 3. Review and approve advertising and promotional materials developed at the direction of dairy and fluid milk boards. 4. Annually re-certify producer state/regional promotion and nutrition education programs (64). 5. Conduct nominating processes for dairy and fluid milk boards. Branch members will work with the dairy and fluid milk boards to develop diversity action plans to ensure that nominees for expiring and vacancy positions reflect the diversity of the associated industries. 6. Participate in meetings regarding the independent analysis of the effectiveness of the dairy and fluid milk programs. 7. Provide enforcement and collection activities including establishing compliance procedures, coordinating with filed offices, and undertaking collection efforts to ensure compliance with promotion programs. 	<p>FY 2000 (monthly)</p> <p>FY 2000</p> <p>FY-2000 (monthly)</p> <p>FY-2000 (Jun., Aug.)</p> <p>January (Dairy Board) & July (processor board)</p> <p>April 2000</p> <p>FY-2000 (monthly) & Ongoing</p>

Initiative	Key Tasks	Program Actions	Time Frame For
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			Completion
1.5 Provide leadership in representing U.S. interests in the development of international agricultural commodity standards.	Evaluate customer needs for international standards activities and, where appropriate, participate in international standards organization.	<p>1. Continue to represent the U.S. as Delegate to the Codex Committee on Milk and Milk Products (CCMP) and serve as Chair of the U.S. Committee on Milk and Milk Products.</p> <ul style="list-style-type: none"> Participate in the CCMMP drafting group to consider the need for a model export certificate for milk and milk products. <p>2. Remain active in the other U.S. Codex Committees affecting international dairy standards, i.e., Hygiene, Labeling, General Principles, etc.</p> <ul style="list-style-type: none"> Continue participate in the Codex Committee on Food Hygiene Working Group to draft the milk code for hygienic practices. Attended a meeting of the U.S. Codex Committee on Food Hygiene Working Group. <p>3. Continue participation in the U.S. Committee of the International Dairy Federation by serving on the Board of Directors and by taking leadership positions in areas affecting international dairy standards.</p> <p>4. Continue involvement in the International Dairy Federation by taking leadership position in standards issues affecting the U.S.</p> <ul style="list-style-type: none"> Attend the IDF World Dairy Summit in Dresden, Germany, 2000. Attend meetings of the IDF standing committees developing Codex international standards for dairy products. 	<p>FY 2000 & Ongoing</p> <p>April 2000 & On going</p> <p>FY-2000 & Ongoing</p> <p>September, 2000 & On going</p>

Objective	Key Tasks	Program Actions	Time Frame For Completion
1.6 Work with other USDA and government agencies to help facilitate agricultural exports.	Working with above agencies, define role for AMS and take appropriate action to facilitate exports based on that role.	<ol style="list-style-type: none"> 1. Include news releases and monthly reports of activities under the Dairy Export Incentive Program in the Dairy Market News. 2. Include reports on international trade of dairy products and the world dairy situation in the Dairy Market News. 3. Provide Liaison with FDA, FSA, FAS, APHIS and other AMS programs on export certification of dairy products. 4. Provide briefings to international marketers of dairy products to explain certification services available. <ul style="list-style-type: none"> ▪ Worked with FSA to explain certifications to representative from Chile. 5. Participate in International Standards groups developing dairy processing hygienic design standards. <ul style="list-style-type: none"> ▪ Participated in the ISO TAG for Group 199. 6. Continue to evaluate the Export Certification Program to assure it is effective and user friendly. <ul style="list-style-type: none"> ▪ Working with APHIS representative on a SOP for notification of animal disease issues. ▪ Arranged for expansion on a country by country basis. ▪ Expanded authorization to 3 additional countries. 	<p>Jul., each week, each month</p> <p>Jan., Mar., Jun.,</p> <p>FY-2000 (requested basis)</p> <p>FY-2000 (requested basis)</p> <p>FY-2000 & Ongoing</p> <p>FY-2000 & Ongoing</p>

Objective	Key Tasks	Program Actions	Time Frame For Completion
1.6 (continues)		<p>7. Serve as technical expert in international trade negotiations at the request of FAS.</p> <p>8. Continue to represent USDA in equivalency discussions with the European Commission concerning the acceptability of U.S. dairy products.</p> <ul style="list-style-type: none"> • Participate in the first session of the EU/US Joint Mgmt. Committee for Veterinary issues • Participate in an on site audit of 3EU member countries <p>9. Continue liaison with FDA by conducting meetings on activities that affect dairy exports.</p> <p>10. Continue to modify the Export Certification Program to make it more effective and users friendly.</p> <p>11. Revise and update the U.S. quality standards for domestic dairy products, the requirements for Milk for Manufacturing purposes and its production and processing; and the General Specifications for Dairy Plants Approved for USDA Inspection and Grading Services, and thereby, enhancing the marketability of U.S. dairy products in the global market place</p>	<p>FY-2000 (requested basis)</p> <p>FY-2000 (July & September)</p> <p>FY-2000 & Ongoing</p> <p>FY-2000 & Ongoing</p> <p>FY-2000 & Ongoing</p>

Objective	Key Tasks	Program Actions	Time Frame For Completion
1.6 Continued.		<p>12. Conduct coordination meetings with APHIS, FDA, and FAS to better utilize resources for facilitating dairy exports.</p> <ul style="list-style-type: none"> • Work with FAS on expert certification issues for Poland, Brazil, Chile, El Salvador, Latvia, and the Azerbaijan Republic <p>13. Fulfill requests from state and industry sources to make presentations on international dairy standards and export programs.</p> <ul style="list-style-type: none"> ▪ Attended American Dairy Products Institute meeting and presented information on protein standards and export programs. <p>1. Coordinate with FAS the review of U.S. Dairy Export Council contracts.</p>	<p>FY-2000 & Ongoing</p> <p>FY-2000 (May) & Ongoing</p> <p>FY-2000 (monthly) & Ongoing</p>

AGENCY GOAL #2: Ensure fair and competitive agricultural marketing through marketing tools and regulations.

Objective	Key Tasks	Program Actions	Time Frame For Completion
2.1 Reform the Milk Marketing Order Program pursuant to mandates of the 1996 Farm Bill.	Proposed rule published: January 1997 Final rule published: March 1999 Referenda in each proposed order: August 1999 Final Implementation: January 2000	1. Reorganize the MA offices to adjust to the newly consolidated orders.	FY-2000
		<ul style="list-style-type: none"> • Implement outplacement programs • Update system-wide administrative policies • Civil Rights Impact evaluation 	
		2. Work with Department of Justice to defend legal challenges preventing implementation of final	FY-2000 (January)
		2. Implement consolidated orders.	
		<ul style="list-style-type: none"> • Civil Rights Impact Analysis on reorganization plans 	FY-2000 (January)
		4. Hold informational meetings to explain impacts of new orders.	
		<ul style="list-style-type: none"> • Conduct management and employee “town-hall” meetings • Conduct “All Employees Meetings” sessions to discuss and assess impact of organizational restructuring on organization and employees • Foster effective communication through top management memoranda and Congressional Notification Issuance 	FY-2000
		5. Approve reorganization plans by the MA offices to adjust to the newly consolidated orders.	
		6. Issue standard bimonthly and annual reports on Federal milk order statistical information.	FY-2000 (January)
			FY-2000 (Dec., Feb., May, Aug)
		7. Conduct annual survey of sources of milk for individual Federal order markets.	

		8. Publish Federal milk order reform price information during implementation phase of process. .	FY-2000 (August) FY-2000 (Oct., Nov., Dec.)
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Objective	Key Tasks	Program Actions	Time Frame For Completion
2.4 Educate customers about services.	Identify, develop, and provide appropriate materials to educate customers.	<ol style="list-style-type: none"> 1. Use nontraditional outlets (i.e., Extension Service, State Library Commissions) to increase awareness of Dairy Programs information 2. Develop policy for determining pertinent information that should be provided in multiple languages and methods of disseminating this information to the public. 3. Actively identify, target, and solicit information to and from small businesses. 4. Participate in dairy and food industry meetings to provide information on Federal milk marketing orders. 5. Develop briefing papers, informational memorandums, correspondence, etc., on specific issues of interest. 6. Utilize telephone inquiries, informational requests, etc., as an opportunity to provide information on services. 	<p>FY-2000 & Ongoing</p> <p>FY-2000 (June)</p> <p>FY-2000 & Ongoing</p> <p>FY-2000 & Ongoing</p> <p>FY-2000 & Ongoing</p> <p>FY-2000 & Ongoing</p>

Objective	Key Tasks	Program Actions	Time Frame For Completion
2.4 Continued.		<p>7. Expand and update the Dairy Programs Homepage on the Internet.</p> <ul style="list-style-type: none"> • Develop Dairy Administrative Office and Services web site • Develop MA Personnel Staff web site • Develop Dairy Programs web site for kids <p>8. Participate in dairy industry conferences to provide information on market information programs.</p> <p>9. Meet with market news contacts to explain program operations.</p> <p>10. Expand use of Internet to provide information on Statistical programs.</p> <ul style="list-style-type: none"> • Add information on new FMO • Add advance pricing factors spreadsheet to Market statistics page • Add description of FMO statistics program and terminology <p>11. Brief industry and government representatives on market information programs.</p>	<p>FY-2000 & Ongoing</p> <p>FY-2000 (Nov., Mar., Apr., Aug.)</p> <p>FY-2000 (Jun., Jul., Aug., Sept.)</p> <p>FY-2000 (Dec., Feb., July, Aug.)</p> <p>FY-2000 (Nov., Jan., Apr.)</p>

Objective	Key Tasks	Program Actions	Time Frame For Completion
2.4 Continued.		<p>12. Evaluate and monitor activities of cooperative associations (165) to determine qualification under Federal orders.</p> <p>13. Distribute information brochures relative to Dairy Grading Branch services available to customers.</p> <ul style="list-style-type: none"> ▪ Staff a booth at the worldwide Food Expo and the American Dairy Products Institute Annual Meeting. <p>14. Participate in dairy and food industry meetings to provide information on services.</p> <p>2. Utilize the Dairy Grading Branch “sales team” to seek out new customers and explain Dairy Grading services available.</p> <ul style="list-style-type: none"> ▪ Contacted representatives of the organic dairy products industry. <p>16. Expand the Dairy grading Branch activities for the evaluation of meat and poultry processing equipment.</p> <ul style="list-style-type: none"> ▪ Participated in the working groups developing the NSF/3-A Standard, Hygiene requirements for the design of meat and poultry processing equipment. ▪ Publish a Proposed Rule for the Equipment and Review Service on June 6, 2000. <p>17. Develop and distribute informational pamphlets describing standardization Branch activities.</p> <p>18. Make presentations to and participate in domestic and</p>	<p>FY-2000 (June & September 2000)</p> <p>FY-2000 & Ongoing</p> <p>FY-2000 & Ongoing</p> <p>FY-2000 & Ongoing</p> <p>FY-2000 (September)</p> <p>FY-2000 & Ongoing</p>

2.4 (continues)		<p>23. Issue annual reports to Congress explaining activities under the dairy promotion programs.</p> <p>24. Update Program area web site with latest information about dairy promotion programs.</p> <p>25. Provide information on variety of topics related to Federal order program.</p>	<p>FY-2000 (Aug.)</p> <p>FY-2000 (monthly)</p> <p>FY-2000 & Ongoing (latest qualification - March 2000 and the latest termination - March 2000)</p>
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MANAGEMENT INITIATIVES RELATED TO SECRETARY'S STRATEGIC GOAL 4.

Initiative	Key Tasks	Program Actions	Time Frame For Completion
1. Create and maintain a vital workforce with the appropriate skills and characteristics to serve our diverse base of customers.	<p>Identify and implement activities, where feasible, that will assure diversity in recruiting, training, retention, and representation within the workforce, enhance quality of work life, and meet Agency challenges.</p> <p>Investigate issues and implement, where feasible, initiatives to assure or improve the work climate.</p>	<p>1. Promote various cultural educational programs such as bulletin boards, USDA meetings, videos, etc.</p> <p>2. Encourage staff to participate on USDA-wide equal employment opportunity and civil rights committees, work groups, and task forces.</p> <p>3. Encourage use of Individual Development Plan to guide employee with their developmental opportunities to enhance career opportunities and meeting career goals.</p> <p>4. Promote summer intern program and recruit minority and woman candidates</p> <ul style="list-style-type: none"> • Advertise positions in MRP summer intern vacancy announcement book. • Increase minority student employment by 30% <p>5. Provide Programs career opportunity information and attend Career job fairs at targeted colleges and universities and national conference.</p> <ul style="list-style-type: none"> • Attend MANNRS conference <p>6. Expand pilot American Sign Language class to include more branch and possibly program-wide personnel.</p> <p>7. Partnership with Southern University utilizing Student Career Experience Program.</p>	<p>FY-2000 & Ongoing</p> <p>FY-2000 & Ongoing</p> <p>FY-2000 & Ongoing</p> <p>FY-2000</p> <p>November 1999</p> <p>Spring & Summer</p> <p>FY-2000 (April 2000)</p> <p>FY-2000 & Ongoing</p> <p>September 2000</p>

Initiative	Key Tasks	Program Actions	Time Frame For Completion
1. Continued.		<p>8. Initiate Dairy Programs recruitment strategic action plans that will work towards increasing and diversifying applicants & implementation.</p> <p>9. Enhance career information and job search on Dairy Programs Internet site.</p> <ul style="list-style-type: none"> • Develop Career Resources for USA and Federal jobs on Administrative Office web site • Post MA jobs as mandatory on Dairy Home Page <p>10. Establish a Dairy Programs fellowship program for a professor at a tribal college and university.</p> <p>11. Assist Market Administrators by providing Civil Rights training and updates at meetings with MA personnel & employees.</p> <p>12. Hold regular meetings with MA field offices to discuss work issues and areas of common interest.</p> <ul style="list-style-type: none"> • Conduct Administrative Officers Conference • Conduct Audit Meeting <p>13. Promote Agency Civil Rights programs and work groups with efforts to enhance diversity within Dairy.</p> <p>14. Keep top level management aware of employment activity and workforce diversity.</p> <ul style="list-style-type: none"> • Quarterly EEO Workforce Profile Analysis Report • Senior Executive reviews list of MA new hires 	<p>FY-2000</p> <p>FY-2000</p> <p>August 2000</p> <p>FY-2000 (January)</p> <p>FY-2000 (September 2000)</p> <p>Meetings scheduled throughout year</p> <p>FY-2000 & Ongoing</p>

Initiative	Key Tasks	Program Actions	Time Frame For Completion
1. Continued.		<p>15. Ensure all employees receive up-to-date civil rights information and are aware of Civil Rights policies and programs.</p> <p>16. Review and analyze exit interview responses.</p> <p>17. Conduct surveys of MA laboratory operations to assure compliance.</p> <p>18. Hold regular meetings with field offices in areas such as auditing, lab personnel, and office consolidation and relocation to discuss areas of common interest.</p> <p>19. Coordinate with Science and Technology on conducting surveys of MA laboratory operations to assure compliance with current policies and procedures.</p> <p>20. Attend variety of software, technical, and management skills training program to improve productivity and efficiency.</p> <p>21. Hold regular meetings the National Field Offices and employees in areas such as auditing, billing and collections, personnel, data processing to discuss areas of common interest.</p> <p>22. Support Agency Civil Rights programs, i.e., recruitment plan, complaints program, training opportunities, diversity task group, and special emphasis activities.</p> <ul style="list-style-type: none"> ▪ Nominate employees to serve on AASET 	<p>FY-2000 &Ongoing</p> <p>Ongoing Ongoing</p> <p>Meetings scheduled throughout year</p> <p>FY-2000 (periodic basis)</p> <p>FY-2000 (periodic basis)</p> <p>FY-2000 (as needed basis)</p> <p>FY-2000 (periodic basis)</p> <p>FY-2000 & Ongoing</p>

Initiative	Key Tasks	Program Actions	Time Frame For Completion
2. Encourage and reward prudent financial stewardship, accountability, and improved business operations.	<p>Review options for applying activity-based costing principles.</p> <p>Continue the application of business process re-engineering principles to program operations.</p>	<ol style="list-style-type: none"> 1. File consolidated financial statements for MA offices. 2. Monitor collateral pledged by banks to secure deposits of funds by MA offices. 3. Conduct technical evaluations of solicitations and proposals (13 contracts) to conduct independent audits at Market Administrator offices 4. Continue to improve the billing and collection procedures to assure financial reports are as accurate as possible. <ul style="list-style-type: none"> ▪ PC-BLCO fully implemented. 5. Monitor Ethics training for management and supervisors. 6. AIDS/HIV training for those not previously trained. 7. Review and approve budget for 13 MA offices and continue to monitor budget requests to assure proper fiscal operations. 8. Conduct financial audits (6 audits) and performance of MA offices to evaluate operations. 9. Conduct technical reviews of all proposals submitted by bidding contracts. 10. Provide audit guide and technical assistance to independent auditors to use in conducting audits of MA offices. 11. Consolidate MA collateral securities resulting from Order Reform 12. Review revised MA annual budgets for 8 consolidated 	<p>FY-2000 (quarterly) & Ongoing FY-2000 (Ongoing)</p> <p>FY-2000</p> <p>FY-2000</p> <p>FY-2000</p> <p>September 2000</p> <p>FY-2000 (January)</p> <p>FY-2000</p> <p>February 2000</p> <p>FY-2000</p> <p>FY-2000 (August)</p>

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Initiative	Key Tasks	Program Actions	Time Frame For Completion
3. Rapidly adopt and deploy appropriate, cost-effective technology.	Monitor the changes in technology uses and requirements of the agricultural marketing industry, and project these emerging trends into agency service technology.	<ol style="list-style-type: none"> 1. Implement process to receive and publish rulemaking comments on the Internet. 2. Working with other AMS program areas, developing a pilot project to receive Dairy Programs job applications via the Internet 3. Expand use of Internet to disseminate market information. <ul style="list-style-type: none"> • Add 21 graphs of Dairy Information to Market News page • Add releases of FMO advance and class prices announcements • Add ERS monthly milk cost of production data series • Add monthly FMO price and pool statistics data series 4. Develop a database of Federal milk order statistical information. <ul style="list-style-type: none"> • Implement the MIB database to collect and summarize FMO statistics 5. Develop/implement new software system to process "Product Report." 6. Hardware and software are Y2K compliance 7. Monitor purchases of equipment and other fixed assets by field offices to assure compliance with existing policies and requirements for property accountability and budget. 8. Purchase equipment and software to provide new technology and replace obsolete equipment. Purchases include PCs and printers. <ul style="list-style-type: none"> ▪ Pursuing a new system for the electronic collection of inspection and grading data. 9. Shifted MA offices to the Microsoft Office suite and 	<p>FY-2000 (March)</p> <p>FY-2000 (September)</p> <p>FY-2000 (Dec., Jan., Feb., Mar., May, Aug., Sept.)</p> <p>FY-2000 (April).</p> <p>FY-2000 (September)</p> <p>FY-2000</p> <p>FY-2000</p> <p>FY-2000 & Ongoing</p>

		<p>Windows NT operating environment to continue compatibility with agency standards.</p> <p>10. Provide support, instructions, equipment and software to personnel to utilize new programs and assist in completing duties.</p> <p>11. Utilize the Internet to retrieve information concerning domestic and international standards.</p> <ul style="list-style-type: none"> ▪ Publish proposed changes to standards and specifications for comment on the Dairy Standardization Branch Homepage. <p>12. Monitor MA offices to ensure communication systems are efficient and in compliance with agency standards</p> <p>13. Initiate efforts to review and modify MA personnel and payroll automated system. Initiate proposals for database conversion.</p> <p>14. Make Federal milk order hearing on Class III and IV price formulas available to the public via a live audio webcast.</p> <p>15. Make Federal milk order hearing record (transcript, exhibits, briefs, etc.) on Class III and IV price formulas available via the Internet</p>	<p>FY-2000 (November)</p> <p>FY-2000 & Ongoing</p> <p>FY-2000 & ongoing</p> <p>FY-2000 & Ongoing</p> <p>FY-2000 (30%)</p> <p>FY-2000 (May)</p> <p>FY-2000 (July)</p>
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